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*The*  
**NATIONAL ASSOCIATION  
of CORPORATION SCHOOLS  
BULLETIN**

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Volume VII

June, 1920

## **Activities of the Personnel Department**

A compilation showing the results of a survey of the development of personnel activities in industrial and commercial organizations having membership in our Association appears in this issue of the BULLETIN. So far as known, this is the first attempt to classify such developments and to set forth the extent of personnel activities in business organizations.

## **Relation of Foremen to Americanization**

One of the difficulties in making Americanization classes effective in industrial organizations in the United States has been lack of authentic information based on actual experience as to how best to organize and conduct the work. Mr. B. N. Rohrer of the B. F. Goodrich Company gives this information in this issue of the BULLETIN.

**PUBLISHED BY ORDER OF THE  
EXECUTIVE COMMITTEE**

# The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York, N. Y.

## Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

## Functions

The functions of the Association are threefold: to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

## Membership

### *From the Constitution—Article III.*

SECTION 1.—Members shall be divided into three classes: Class A (Company, Members) Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

## Dues

### *From the Constitution—Article VII.*

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st shall pay first year's dues of \$100.00; those joining between April 1st and July 1st shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues of \$25.00, but for subsequent years shall pay full dues of \$100.00. Any member in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

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# BULLETIN

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## BRAIN WORKERS ARE ORGANIZING

One of the newer developments in connection with the reconstruction movements which have followed the world war is a recognition on the part of those who work more with their brains than their muscles that they are being left out of the adjustments which are taking place and that their positions in society, so far as remuneration is concerned, have fallen below the positions of those who work largely with their physical strength. The movement originated in Europe and has found its greatest development in England and in France. In each of these countries organizations of the brain workers are proceeding toward the point of recognition as a voting entity; and in England, where this order of toilers is specified as the "blackcoated workers" or non-manual workers, the *London Daily Mail* says: "It looks as though a good understanding, ripening toward political union, is being formed between the Labor party and a large section of the middle class."

*The Literary Digest* has made a survey of the situation in both England and France and furnishes the following additional information on the subject:

The situation in France, where the General Confederation of Brain-workers has been organized with twenty groups of authors, savants, engineers, and artists, is recorded by the *Paris Matin*, as follows: "For the first time in France the capital of brains declares its equation as between the capital of money and the capital of labor." Although it is calculated that at least two million workers joined unions in the British Isles during the past five years, a very large number of whom belong to a class that previously did not protect itself by trades-union methods, *The Irish Statesman* (Dublin) points out that organization among

brain-workers is no new thing. On the contrary, the old professional associations were "very much more highly developed protective institutions than even the modern trades-union." But the importance of recent developments is that the class of worker who previously resorted to professional associations is now resorting to associations founded on a "definite trades-union basis," and this weekly points out that if the movement succeeds, "there will come into existence a totally new social force composed of middle-class people with definite labor sympathies." Yet it feels a certain anxiety at this new development of the trades-union movement "because it emphasizes more than anything else has done the essential division of modern industry into two classes—the Haves and the Have-Nots." We read then:

"So long as the higher grade employes in industry and those who directed it by their intelligence were content to remain neutral in disputes between capital and labor there was a strong middle interest, which undoubtedly did a great deal to prevent the evil consequences which would result from a direct encounter between the opposing interests in industry. Now, however, this middle interest has definitely allied itself with the other employes, and we can not help fearing that this alliance will greatly aggravate and embitter any conflict which might arise. It may be expected, however, that this new accession to the labor movement will, owing to its superior education and intelligence, have a large influence in the direction of the whole movement, and it will throw its weight on the side of prudence and forbearance."

The strength of the old two-party monopoly has been in the middle classes, the *London Times* avers, and though both in turn have courted labor, neither has had the wit to see that in the middle classes there were as many, if not more, floating votes and an immense preponderance of ability. This wide field of power and of justice has been neglected by the two older parties, but the Labor party realizes the opportunity of occupying the ground, and *The Times* predicts that—

"If it succeeds, it will be the dominant party in the state. It will change its own character in the process. There is a strongly individualistic strain in this middle-class vote, which, if it were captured, would lead to an essential modification of labor practise. On the whole, the change would be for the better. The totemistic element in trade-unionist regulations would disappear; labor would become deeply interested in efficiency of production; there would be as many strikes against incompetence of employers as for higher wages; and labor would become

a social force—salonfähig, or 'socially acceptable,' as the Germans would say—and its outlook on politics would cease to be sectional and become broadly national. It would be a bourgeois revolution within its ranks comparable in its effects on politics with what happened when the Socialist tail, by its amalgamation with trade-unionism, began to wag the whole labor body."

*The New Commonwealth*, a London weekly regarded as the official organ of the black-coated workers, declares that they must realize they have to settle their daily problems satisfactorily before they "can usher in the millennium," and then prescribes the remedy for present conditions and indicates how gradually it must be administered, as follows:

"First, We must realize that the interests of the manual and non-manual workers are identical and cannot be separated, and that neither the manual nor the non-manual workers can reach any goal worth making for except together and in cooperation.

"Secondly, We must also recognize that the interests of the capitalist and the manual and non-manual workers are identical, and not in opposition. What benefits one must, or should benefit all three.

"Thirdly, If capitalists continue to refuse to recognize their identity of interests with the manual and non-manual workers, then the manual and non-manual workers should unite their forces and induce the capitalists by every available means to take them into partnership, full partnership, both as regards profits and control. We do not mean a mere profit-sharing arrangement, although if this were a general practise some wonderful results would immediately ensue, for such a relationship between capital and labor would be a vast improvement upon the inhuman association of to-day. Neither do we mean the destruction of the capitalist, whether by confiscation or by taxing him out of existence, because we believe capital and the capitalist and all which they stand for as a creative driving force are as necessary as labor. What we do mean is for the workers—manual and non-manual workers in permanent and close cooperation—to induce the capitalists by united pressure to take them into a partnership to as equal and full an extent as if the workers were capitalists entering into partnership with other capitalists.

"Immediately the identity of interest between the workers and the capitalists is recognized and established a large part of our social and industrial troubles will have disappeared, and then

we shall have that attitude of mind which will enable us to consider the claims of the various dreamers, glorious dreamers, truly, in our midst.

"But nothing is possible until the manual and non-manual workers realize their interests can not be separated one from the other."

Confirmation of this view is expressed in the same weekly by the Right Honorable J. R. Clynes, M.P., who says: "Cooperation, not conflict . . . is required from all who are ready to labor in the service of mankind."

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### THE IDEALS AND THE VISION OF THEODORE N. VAIL

Again the BULLETIN is called upon to record the death of one of the earliest and most devoted members of our Association. It was in the period prior to the meeting which resulted in the Association being organized that the writer wrote to Mr. Theodore N. Vail, then President of the American Telephone and Telegraph Company, who was sojourning on his farm in Vermont, and asked his support. The reply was prompt and to the effect that as soon as he returned to New York he would take the matter up with his company with a view to their becoming a charter member of the Association. Two days after the receipt of his letter, Mr. Vail returned to New York, and the following day the American Telephone and Telegraph Company became a charter member of our Association, and with it came the best wishes of Mr. Vail for what he conceived to be the organizing of a movement which would mean much to the industrial and commercial prosperity of the United States. His interest never failed, and the telephone companies have been of the permanent cooperative kind that could always be relied upon.

History will probably regard Mr. Vail as one of the big men of the present period. Like many others, he began at the bottom and once or twice he tried to retire and live in the seclusion of his farm, where he could enjoy the freedom of the great outdoors, but each time he was called back to executive responsibilities, and perhaps one of his greatest accomplishments, if,

indeed, not the greatest, was the service which he rendered to his country during the recent world war.

There is a deep sense of sorrow in the loss of such men, not only as these losses affect our Association, but in the deeper recognition that their company and our country will no longer be able to call upon them in their hour of peril, or to command their services in the pursuits of the periods of peace. But their example and their works remain. Other men of vision, character and desire will take up the work, and, inspired by their successes and their ideals, the world will move on. Just as the example of Washington and Lincoln remain to inspire, so the works of Mr. Vail and his co-worker, Mr. Kingsbury, who passed out but a few weeks prior to the death of Mr. Vail, remain to inspire and encourage others who believe as they believed, and who will follow the examples they set.

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#### **THE EFFICIENCY OF LABOR IS AGAIN APPROACHING NORMAL**

In the March (1920) BULLETIN there appeared an editorial under the caption "Are Workers Shirkers, and If So, Why?" In this editorial the statement appeared "rightly or wrongly the belief persists that the workers in the industrial and in the commercial institutions of the United States are not giving a full measure of service for the wages which they receive," and it was further stated that some officials of business organizations "estimated the falling off in effort and consequently in production to be as great as fifty per cent. From this high figure the estimates gradually are reduced to fifteen or twenty per cent." It was pointed out in connection with the above statements that they were merely opinions and that definite proof was lacking. If the situation was as portrayed at that time, improvement has taken place.

Recent dispatches from the Middle West state that Western railroads are slowly overcoming their labor troubles, although there is still a shortage of switchmen and train crews to bring traffic back to normal. Nevertheless, progress was being made toward not only a larger measure of service for wages paid, but



also in securing additional needed workers. Other efforts have been made to determine the situation in respect to the measure of service being given by labor for the wages which it receives.

Dr. John Whyte, Director of the Department of Research of the National Association of Credit Men, within the past two weeks received replies to some hundreds of questionnaires sent to representative manufacturers all over the country, the object being to get a later canvass of the opinions of the officials of manufacturing institutions as to the labor situation. The inquiry produced one hundred and sixty-nine answers.

Although a majority of the manufacturers reported that labor was not as efficient as in "normal times," 34 per cent claimed that their labor had increased in efficiency between December, 1919, and March, 1920, while only 6 per cent found a decrease during this period. The chief causes given for increased efficiency were profit-sharing and bonuses, high wages and industrial welfare. Those reporting a decrease attributed it mainly to shortage of labor, industrial unrest and high rate of labor turnover.

The questions asked the employers were:

(1) Is your labor more efficient now than it was three months ago?

(2) Do you feel that your labor is as efficient as it was in so-called "normal" times?

(3) If your labor is showing a reduced efficiency, to what do you attribute it?

(4) If your labor is showing an increased efficiency, to what do you attribute it?

Of the 167 replies to the first question 6 per cent reported labor less efficient than three months ago, 43 per cent reported no increase in efficiency, 43 per cent reported an increase in efficiency, 11 per cent reported no increase in efficiency, but specifically stated that labor was as efficient as in pre-war times, and 6 per cent reported old labor as efficient as in pre-war times, but new labor inefficient.

With more than one-third of the manufacturers reporting an increase of efficiency as against only 6 per cent reporting a decrease, says Dr. Whyte, it is fair to conclude that the total

production in March, 1920, of all the labor represented in the replies was noticeably above that of December, 1919.

Encouraging as such an increase in efficiency is, it has not yet restored the production of labor to its pre-war standard.

"Of the 169 replies to the question, 'Do you feel that your labor is as efficient as it was in so-called "normal" times?' 121, or 70 per cent, stated that it was less efficient than in so-called 'normal' times; 19, or 11 per cent, that old labor was as efficient as ever, but that new labor was less efficient; 27, or 16 per cent, that labor was as efficient, and 6, or 3 per cent, that labor today was more efficient than in so-called 'normal' times.

"Thirteen employers attempted to give the relative percentage of the efficiency of labor in 1920 as compared with that of so-called 'normal' times, which is usually interpreted as 1913-1914. The average of these thirteen percentages is 73 per cent. On the basis of so small a number of replies, it is impossible to hazard an estimate of the relative percentile efficiency of labor today as compared with that of 1914; but a reading of all the replies amply justifies one negative conclusion—namely, that the commonly quoted generalization that labor today is but 50 to 60 per cent as efficient as it was in 'normal' times, does not correspond to the total experiences of these 169 manufacturers, and is, if these employers and their employes are typical, clearly an overstatement."

In assigning causes for an increase in efficiency the employers mentioned:

Profit-sharing and (or) bonus.....	21 times
High wages, increase in wages, steady work.....	18 times
Industrial welfare work .....	13 times
Improved manufacturing management.....	13 times
Abatement of industrial unrest.....	10 times
Education of employes and efforts to teach them co- operation .....	8 times
Reduction of labor turnover.....	4 times
Less labor shortage .....	4 times
H. C. of L. necessitating greater earnings.....	4 times
Reaction from strikes .....	2 times

Absence of unions .....	2 times
Premiums for attendance .....	2 times
Intensive training for specialized operations.....	1 time

Dr. Whyte says that the employers who gave profit sharing and bonus as the reasons for increased efficiency claimed that their employes worked more faithfully because they believed they were receiving a proper share of the fruits of their labor. Industrial welfare was credited with solving many of the social problems which make for industrial unrest and inefficiency. The manufacturers who attributed an increase to improved manufacturing management, with only three exceptions, claimed this was due to methods of management rather than improved machinery.

In assigning causes for reduced efficiency the employers mentioned:

Shortage of labor .....	79 times
Industrial unrest .....	50 times
High rate of labor turnover .....	26 times
High wages .....	15 times
Reaction from the war .....	11 times
H. C. of L. ....	8 times
Organized labor .....	7 times
Attitude of the Federal Administration.....	6 times
Lack of interest and responsibility.....	6 times
Orgie of extravagance .....	4 times
Misleading stories of high wages paid elsewhere.....	3 times
Radical social agencies .....	1 time
Prohibition .....	1 time

Shortage of labor, the main item, is said to contribute towards inefficiency by increasing the rate of labor turnover, industrial unrest and the necessitating of employing unskilled labor for skilled work.

Most of the employers who mentioned industrial unrest did not define the term, but as a rule it would seem that it was used as a convenient term for the denomination of a general condi-

tion which was more or less the resultant of all the other factors. Dr. Whyte said, however, that "the convenient and overworked term 'Bolshevism' was not once used by these practical business men." He said that high rate of labor turnover was largely due to employers bidding against one another and the Federal Administration for the services of labor, so that the men, as one employer put it, were constantly "going shopping" in an attempt to get the highest possible wages. He also called attention to the fact that only one employer out of 167 considered the prohibition question as being either detrimental or beneficial.

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### NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

#### Class "A"

The Fisk Rubber Company, Chicopee Falls, Mass., Mr. H. T. Martin.

S. F. Bowser & Company, Inc., Fort Wayne, Ind., Mr. R. L. Heaton.

#### Class "B"

Mr. LeRoy Alley, Service Motor Truck Company, Wabash, Ind.

Mr. W. M. Schmitt, Schwarzenbach-Huber Company, West Hoboken, N. J.

Mr. Harry W. Hepner, Goodyear Tire & Rubber Company, Akron, Ohio.

#### Class "C"

Mr. Roy L. Davis, American Cinema Corporation, 411 Fifth Avenue, New York City.

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### Personnel Workers Assume Responsible Positions in Montgomery Ward and Company

Mr. W. R. DeField, formerly the Class "A" representative of Montgomery Ward and Company in our Association, has been elected General Manager of the Chicago House, and Mr. F. E. Weakly, formerly employment manager, has been placed in charge of the department of personnel which was created under the reorganization of the company's management. Both of these gentlemen are known to many of our members, as they have taken an active interest in the work of the Association.

## **ACTIVITIES OF THE PERSONNEL DEPARTMENT**

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**The Development of Personnel Activities in Industrial and Commercial Organizations Has Now Reached a Point Where It is Possible to Codify at Least in a Preliminary Way the Activities Which Properly Belong Under This Classification—The Personnel Department is Becoming Known as the Fifth Sub-Division of Business Management—A Preliminary Codification of the Main Sub-Divisions of the Personnel Department and the Activities are Classified Under These Divisions.**

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When the corporate form of conducting industry and commerce was first adopted there were three major divisions of management below the official ranks. Originally these divisions—production, accounting and financing, and marketing—were administered under general superintendents or similar titles. As production and distribution were enlarged, the traffic department was added, and there has been an increasing tendency to make heads of departments vice-presidents, that is, a vice-president in charge of production, a financial vice-president and an official of similar ranking in charge of sales.

During recent years the relations of stockholders, workers and management have required increasing attention. The problem was aggravated by the recent war, and many of the larger and more progressive business organizations are creating a fifth sub-division to be known as the department of personnel, and the tendency is to place this department also in the charge of a vice-president.

Mr. G. L. Peck has been made vice-president in charge of personnel of the Pennsylvania Railroad Company, and Mr. E. K. Hall, formerly of the New England subsidiary, has been made vice-president in charge of personnel of the American Telephone and Telegraph Company. Other companies are considering similar action or are segregating their personnel problems and placing the administration of same under an assistant to the president or a manager of personnel. Just what activities should be administered in the personnel division has not been agreed upon, but the Managing Director's office has compiled a list from information furnished by the companies having Class "A" membership in the Association, and that list is here published, not in any sense as a completed classification of personnel activities, but rather as a basis from which to work. Some of our mem-



bers are carrying on only a fraction of the activities shown on the list, while others have inaugurated a considerable portion of the codification, and still others, a minority of the whole membership, are conducting all or nearly all of the activities given in the classification. The Managing Director's office requests BULLETIN readers to kindly forward additional personnel activities not shown on this list, in order that the classification maintained at the Association's headquarters may be as complete as possible.

### Classified Personnel Activities

1. Employee Representation in Management
  - (a) Shop Committee
  - (b) Employer's Unions
  - (c) Trade Union Representation
  - (d) Welfare Committees
  - (e) Federal Plan
    - (1) House, Senate and Cabinet
    - (2) Joint Council
2. Employment
  - (a) Psychological Tests
  - (b) Trade or other Tests
  - (c) Job Analysis
  - (d) Attendance Records
3. Educational and Training
  - (a) Corporation School
    - (1) Training for Specific Jobs
    - (2) Apprenticeship Courses
    - (3) Courses for Foremen
    - (4) General Educational Courses
  - (b) Cooperating with Public Schools and other Educational Institutions
  - (c) Library
  - (d) Inspection Trips
  - (e) Correspondence Method
  - (f) Conference Method
  - (g) Motion Pictures
  - (h) Americanization
  - (i) Employees' Personal Records
  - (j) Promotions and Demotions
  - (k) Wage Adjustments
  - (l) Foremen Training
4. Safety
  - (a) Sanitation
  - (b) Hygiene
  - (c) Ventilation
  - (d) Illumination
  - (e) Accident Prevention
    - (1) Covering of Dangerous Machinery
- (2) Posting Placards
- (3) Training for Safety
- (4) Fire Protection
- (5) Other Preventive Measures
5. Health Activities
  - (a) Hospital
  - (b) Physical Examinations
  - (c) Dispensaries
  - (d) Infirmaries
  - (e) First Aid
  - (f) Physician
  - (g) Nurse
  - (h) Visiting Nurse
  - (i) Medical Advice
  - (j) Dental Clinic
  - (k) Compensation Department
6. Thrift
  - (a) Stock Ownership by Employees
  - (b) Other Profit-Sharing Plans
  - (c) Building and Loan Associations
  - (d) Other Loan Associations
  - (e) Pension or Service Annuity Plans
  - (f) Insurance Plans (including Group Insurance)
  - (g) Benevolent Association (including sick and death benefit plans)
  - (h) Bonus Systems
  - (i) Safe Deposit Vaults
  - (j) Investment Funds
  - (k) Continuous Service Organizations
  - (l) Vacation Funds
  - (m) Savings Banks
  - (n) Cooperative Stores
  - (o) Housing
  - (p) Suggestions
7. Company Restaurants
8. Musical Activities
  - (a) Company Band
  - (b) Company Orchestra
  - (c) Choral Societies

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|-----------------------|-----------------------------------|
| 9. Welfare            | (1) Research                      |
| (a) Athletics         | (m) Recreation                    |
| (b) Theatricals       | (n) Noon Hour Activities          |
| (c) Rest Rooms        | (o) Country Club                  |
| (d) Boy Scouts        | (p) Dormitory                     |
| (e) Campfire Girls    | (q) Summer Camps                  |
| (f) Women's Clubs     | (r) Vacation Resort               |
| (g) Girls' Clubs      | (s) Sewing Classes                |
| (h) Men's Clubs       | (t) Cooking Classes               |
| (i) Boys' Clubs       | (u) Nursing Classes               |
| (j) Employes' Gardens | 10. House Organs or Company Paper |
| (k) Legal Aid         | (a) Bulletin Service              |

#### **A. M. Byers Company Conducting English Classes for Its Alien Employees**

The A. M. Byers Company is giving special attention to the teaching of English to its alien employees. An evening school in English is conducted under the general supervision of Miss Marie Perry, from the City Schools of Pittsburgh. Classes are held every Monday, Wednesday and Friday for the men who are working in the daytime on the same days, but at early hours for the men who are on the night shift.

#### **Pennsylvania Railroad to Put Employees on Wage Board**

A meeting of representatives of Pennsylvania Railroad shop crafts and other employees and officials of the company to discuss the establishment of a permanent tribunal for the adjustment of wage disputes was held recently at the office of President Samuel Rea.

G. L. Peck, vice-president and director of personnel, was also present. The meeting was suggested by the company. Under the reorganized plan of the Pennsylvania, Mr. Peck's duties embrace matters affecting the employees.

It is proposed to form a board of employees and representatives of the company to which appeals in wage controversies would be made.

#### **Housing Plans of the United States Steel Corporation**

According to an announcement made by George L. Patterson, President of the New Castle Board of Trade, the United States Steel Corporation is preparing to build houses for its employees in communities where housing conditions are insufficient. The houses will be sold on the instalment plan, each purchaser to furnish 15 per cent of the initial investment.

## **RELATION OF FOREMEN TO AMERICANIZATION**

**One of the Difficulties in Making Americanization Classes Effective in the Industrial Organizations Throughout the United States Has Been Lack of Authentic Information as to How the Work is Organized and Conducted—Many Industrial Corporations Have Been Convinced of the Need for Such Effort but Have Been Delayed or Balked in Their Efforts to Organize the Work and Make It Effective—Here is an Article That Supplies Just This Needed Information.**

By B. N. ROHRER

THE B. F. GOODRICH COMPANY

In Americanization work the pivotal man in the industry is the foreman. The foreman is the man in charge of the men, and who not only gives them their instructions but also sees that they do their work which is assigned to them in the best possible way. In other words, the foreman is interested particularly in one thing, and that is "production." That the production of his department may be the very best, he must keep in mind continually everything which has a tendency to increase or decrease the output of his respective department. The greatest factor in production is the human factor, or the men who are turning out the products. From these few statements you can easily connect up the relation of the foremen to Americanization.

### **How to Influence the Foremen**

#### *I. By Information:*

##### *(a) Written Communications.*

The policy of our Americanization department is to keep the foreman informed as to just what we desire him to do. We send every month a letter to the foremen mentioning some facts concerning Americanization work in our organization, also asking them to do some specific thing during that particular month. For example, during the month of March we sent a letter to all of the foremen, asking them to each bring one man from that department into the Americanization classes. The object of bringing the man instead of sending him was for the foreman to come into the school and see just how the classes are conducted. There is nothing like first-hand information, and this is one way for the foreman to get in close contact with what is being done for his men. We aim in our letters to emphasize in just what way we are aiding in the production end of the business.

(b) *Factory Paper.*

One of our best methods of getting information to the foreman, and to the whole organization, for that matter, is through our factory paper. This is delivered every week to every employe in the company. This gets immediately before every foreman certain phases of our work.

(c) *Meetings.*

That the foremen may get further information, we arrange with the manager of general foreman of various departments to call together in conferences at various times the foremen of the department. In this meeting certain definite objects are outlined, as far as that particular department is concerned, to aid the Americanization work. In some cases, for instance, just four weeks ago we held a meeting in one department of approximately two hundred foremen. About three weeks later we held a meeting in this same department, dividing the groups according to divisions. This made four meetings on successive days of smaller groups. That is, the group of two hundred which met previously was divided into four smaller groups. This brought us in much closer contact with each individual foreman of a certain division of that department. In some departments we have meetings only one time in a year, others three or four meetings a year, depending on the conditions surrounding that particular department.

(d) *Personal Contact.*

We aim in our Americanization work to speak personally to the foreman as often as possible in order to get his ideas concerning this work. If there is anything that he does not understand or is not in entire sympathy with, we aim to get this straightened out as quickly as possible. There is really only one way to find out just what the foreman thinks about the work, and that is to have a conversation with him. In some cases it is not possible to convert the foreman immediately to our methods, but it requires several interviews before everything is thoroughly understood. Nothing counts like personal contact in any kind of work, especially in the human element phase of it.

(e) *Absentee Reports.*

That the foreman might be doing something continually for the Americanization work, we aim to give him something definite to do each week. This is accomplished by sending out every week to the foremen what we term an absentee list. This list contains the names of all men from his department who have

been out of school one day or more. There is space on the list for the foreman to check as to why the man is absent from the school. For instance, if he is dismissed from the company or sick or working overtime, then the foreman is to check this item and return immediately to our office the report. This keeps the foreman informed as to how the men who are in his department are attending the classes, and if they are not, the reason why. You can see from this that the foreman can determine to a great extent just what his men think of the school and, in a good many cases, as to the benefit they are deriving from attending the classes.

(f) Monthly Report.

Every month we send to each foreman in the plant a report showing the exact number of men in his department who should be in attendance in the English classes. In addition to giving the exact number who should attend the classes, we also give the number of men who are now attending, the number who have left the class during the month and the number who have joined during the month. We also give the names of the men who are on the honor roll. By honor roll I mean those men who attended every session of the school for one month with at least one excused absence. We also publish our honor roll each month in our factory paper. Our main object in reporting the number of men on the honor roll to the foreman is so that he can see which of his men are interested in getting ahead. This assists the foreman to a certain extent in giving the men due consideration when it comes to promoting men in his department, also wage increase.

(g) Public Press.

The daily newspapers give the foremen information from time to time as to what is being accomplished in the Americanization work, not only in our own plant, but throughout our city. This, of course, helps to increase their enthusiasm and is one of the ways of keeping before them the Americanization work.

II. *By Instructions and Cooperation from Supervisors:*

(a) Organization.

To give you some idea as to the number of men it is advisable to cooperate with and to get across the Americanization idea, I will take for example just one of our departments. Now in this particular department we attempted to do no Americanization work until this term of school started, September, 1919. Before starting in a department we always attempt to do considerable missionary work. We first make a survey, that is, de-



termine just how many foreign-born employees are in the department. (I might say that the reason we did not attempt to do any Americanization work in this department previously is because the men in charge of this department always claimed that everyone who worked in this particular division of our plant was American.) In getting the exact figures regarding the department, we discovered that there were 1,300 foreign-born men who needed the Americanization work out of a total employed force in this department of 7,000. Would also mention that at the present time we have more men in school out of this particular department than any other department in our entire plant. To show just what is necessary to reach the men who need Americanization work in a department of this kind, it is necessary to influence to some extent those who are the supervisory force. In this particular department, and which applies to other departments in a similar manner, the following men are in charge:

Second vice-president in charge of production.

Superintendent-in-charge.

Manager.

Manager of production.

Division foreman.

Shift foreman.

General inspector.

Inspectors.

b) Cooperation.

The man who is foreman must feel to a certain extent that his supervisors are in sympathy with the work, and in fact feel that he should do everything possible to promote Americanization in his department. This goes a great way in making the Americanization work a success. In some cases it is necessary for those in authority to give written instructions. This gives something tangible to work from.

III. *Relation of the Department of Education to the Foremen:*

(a) Authority.

The person in authority in the production department is the foreman. The foreman must be made to feel that he is the one who is responsible for Americanization work in his department. In order that he may know and feel that he is responsible, the work must be placed under his supervision. Now this is a little difficult in some cases, or especially where the department is small. Where the department is large the object is to establish the school in that department where the foreman can be in very

close touch. However, in small departments it is necessary for the men to come to our central school, which, of course, is outside of the department.

(b) Cooperation.

In attempting to organize a department for Americanization work, especially a large department, we find it advisable to have what we term an educational committee. This committee is selected by the foremen and may consist of either sub-foremen or someone else in that department who is especially interested in Americanization. We term the individual members of this committee educational workers. This educational committee usually has one meeting per week at which they plan their work. This, of course, is all under the direction of the foremen in cooperation with the educational department. In the smaller departments we find it not necessary to have a committee and in some cases have one educational worker. In quite a number of departments we do not have any educational worker, strictly speaking, but the work is handled entirely by the sub-foreman or inspectors. This, however, is not handled as definitely as where we have a specific worker who devotes a certain time every day to this educational work.

IV. *Results.*

Americanization work is in reality a sales proposition. Many foremen must first be sold to the plan. This sometimes requires quite a while. There are different ways of doing this.

(a) One of the methods is to show him what is being accomplished in other departments or other plants.

(b) Show him what his men are actually accomplishing in the classes. This can readily be done by taking to him samples of their work from time to time.

(c) The foremen must be informed as to just which way the Americanization work helps production. This can be shown to him in various ways as follows:

1. Elimination of interpreters.
2. Reading of instructions and notices.
3. Writing name.
4. Writing out report of day's work.
5. Accidents reduced.
6. Increasing loyalty, thereby reducing number who quit company.

(d) We consider it of great importance to have the foremen state exactly what benefits their men have derived from the

Americanization efforts put forth by this company. We have on file, and aim to keep adding to it continually, facts from the foremen as to the various men in their departments who have been helped by the Americanization work. This furnishes very reliable and definite information and shows the actual results of our efforts.

(e) What is still of probably greater importance is a statement from the man who has been helped as to the benefits he has derived from the efforts put forth by this company in this direction. We have various ways of getting these facts. One of the ways recently was to have the men in our most advanced classes write an article on the subject, "Why I Like America." This brings out very forcibly in a good many cases that the school, the foremen and the general organization have been great factors in making the foreign-speaking men feel at home in this country. In personal interviews with a number of these men they have stated and have shown by their actions that they appreciate exceedingly what is being done for them to aid them in grasping American ideals and living as they really should.

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#### **Group Insurance and Savings Plan of the Westinghouse Company**

Insurance to the amount of \$20,000,000 is provided by a group policy which the Travelers Insurance Company has issued for employes of the Westinghouse Electric and Manufacturing Company.

The policy more specifically covers the employes of the company's plant in East Pittsburgh, Pa., numbering about 25,000 and the employes in the sales and service departments of the company throughout the United States, numbering more than 3,000. It is understood that other Westinghouse plants in the United States are to be covered in the same way.

The insurance is accompanied by a savings plan which is unique. Life insurance in the amount of \$500 is given to each employe who has been in the service of the company for six months or longer. All employes who have been in the company's service six months or longer and who deposit 2 per cent or more of their earnings in a savings fund maintained by the Westinghouse company will automatically have their insurance increased to amounts up to \$2,000, depending upon length of service with the company. The company has for years maintained a savings fund to which a large percentage of employes

have contributed. It is expected with this liberal plan of insurance added practically all employes will take advantage of this opportunity for saving. The combined plan of saving and insurance is a new one.

This is said to be one of three or four of the largest group insurance policies ever written. The policy issued by the Travelers for the American Woolen Company, covering upward of 40,000 employes, is the largest single risk.

The Travelers and the Metropolitan Life Insurance companies shared the gigantic risk on the General Electric Manufacturing Company, the policies being issued two months ago.

A fact of human interest in connection with the Westinghouse risk is that within twenty-four hours—the contract being written March 1—a workman of the East Pittsburgh plant died and within twenty-four hours more the insurance company received the claim, o. k'd it, and forwarded a check to the man's beneficiary.

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#### **Texas Company Encourages Employees to Become Stockholders**

The Texas Company, in issuing forty-five million dollars of additional stock, has made provisions by which employes of the Company may purchase this stock and thus become stockholders as well as employes.

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#### **The Cincinnati Milling Machine Company Recognizes the Value of a Mutual Aid Association**

The Cincinnati Milling Machine Company finds that a Mutual Aid Association is a good thing for its employes. Such organizations exist in nearly all of the companies which have membership in the Association. In the Cincinnati Milling Machine Company, beginning with the fifth day of illness or accident, benefits are paid up to one hundred and eighty-three days of consecutive illness. After that time half-benefits are paid for an additional one hundred and eighty-two days.

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#### **Employees Purchasing Stock in Pennsylvania Railroad Company**

The Pennsylvania Railroad Company, through the Mutual Benefit Association maintained by its employes, has made operative a plan for the purchase of Pennsylvania Railroad stock by employes of the Company.

## ACTIVITIES OF EXECUTIVE COMMITTEE

Most of the Time of the Executive Committee at Its Meeting in New York on May 11th Was Devoted to a Further Consideration of the Articles of Incorporation, the By-Laws and Organization Chart, Which Were Submitted by the Sub-Committees Charged With These Tasks—Further Revisions Were Made and the Managing Director Instructed to Send Revised Copies of the Three Documents to All Class "A" Representatives—Mr. M. S. Sloan, President of the Brooklyn Edison Company Appointed First Vice-President to Fill the Vacancy Due to Mr. Heath's Inability to Serve—President Kincaid Designated the Association's Official Representative at the Convention of the International Chamber of Commerce, Paris, France, on June 21st.

President Kincaid presided at the meeting of the Executive Committee in New York on May 11th, and Secretary Galloway and Committeemen VanDerhoef, McLeod, Coler and the Managing Director were also present.

The Treasurer's report showing a cash valance of \$11,558.54 was approved and ordered filed.

The Managing Director presented a membership report, which showed an increase of four Class "A," three Class "B," and two Class "C," members since the last report to the Executive Committee.

The Executive Committee took up the Report of the Sub-Committee on Incorporation and after considering the report in minute detail, approved same with but a slight change in one paragraph, it being understood, however, that the Articles would have to conform legally to the requirements of the State Law under which the Association finally decides to incorporate.

The Report of the By-Laws Committee was also considered in detail, amended and approved, and a chart which had been drafted to give a more graphic presentation of the form the Association will assume when incorporated was also approved and copies ordered sent to Class "A" representatives.

The Managing Director submitted a final draft for the convention program which was approved.

A communication from Mr. James R. Angell, Chairman of the National Research Council, inviting our Association to join in a preliminary conference on industrial personnel problems, was presented by the Managing Director, and after discussion laid upon the table, as such action on the part of the Executive Committee would not be in conformity with the policy of the Association.



Mr. W. R. Heath having declined the appointment of First Vice-President of the Association on account of inability to perform the duties of the office, Mr. McLeod moved that his resignation be accepted. The motion was seconded by Mr. Vanderhoef and unanimously adopted.

Mr. McLeod then moved that Mr. M. S. Sloan, President of the Brooklyn Edison Company, be appointed as First Vice-President. This motion was seconded by Mr. Coler and unanimously adopted.

The Managing Director moved that President Kincaid be designated the official representative of our Association at the reorganization of the International Chamber of Commerce at Paris, France, on June 21st. Mr. McLeod seconded the motion and it was unanimously adopted.

The Executive Committee then adjourned to next meet at the Waldorf Astoria Hotel, New York City, N. Y., at 10:00 o'clock, May 31, 1920, the opening date of the annual convention.

#### **A Schedule of Contents for a House Organ**

Elmer Burrell, formerly editor of the house organ of the Packard Motor Car Company, has gone into business in Detroit as a consulting editor on employes' publications. He favors the BULLETIN with an outline of contents which should be included in an up-to-date publication of this character. The outline is reproduced for the benefit of BULLETIN readers who are interested in this problem:

1. How to Start an Employes' Publication
2. The First Number
3. The Editorial Board
4. The Editor
5. What the Editor Should Know
6. Duties of the Correspondents
7. Make-up, How to Display
8. Twelve Suggestions for Feature Articles
9. Twelve Front Cover Suggestions
10. The Back Cover
11. The Industrial Woman. Twelve Feature Suggestions
12. The Foreigner
13. The Editorial Page
14. The Personal Pages
15. Up the Company's Ladder
16. Safety First
17. The Sport Page
18. Education

19. The Approximate Cost

20. A Complete System Whereby the Editor, the Editorial Board and the Management Will Have Before Them at All Times a Complete Outline of this New Industrial Movement.

**Determining the Efficiency of Lighting Systems in Industrial Plants**

While it is generally recognized that light and ventilation are two important factors in health and in the efficiency of the worker, it is not so fully recognized that conditions in the respect of both lighting and ventilation are oftentimes very bad and responsible for waste, through poor health, and for inefficiencies on the part of the workers. The *Schenectady Works News*, house organ of the General Electric Company, gives the result of a recent survey made in connection with lighting systems. This survey of artificial lighting conditions in big industrial plants included fifteen eastern cities and revealed some very interesting facts. Four hundred and forty-six factories in 57 cities were visited by experts on illumination, and their report shows that less than 50 per cent have lighting considered good and very good.

Some factories do as little as five per cent of their work under artificial light, and some do as much as 90 per cent. From 25 to 35 per cent of all the work turned out in these factories is produced under artificial light.

In 8.7 per cent of the factories the lighting was found to be excellent, 32 per cent were rated as good, 29.1 per cent were considered fair, 18.1 were rated as poor, 3.5 per cent very poor, and 7.8 per cent partly good and partly poor. But 35 per cent of the plant managers expressed themselves as entirely satisfied with lighting equipment.

It was found that 69 per cent of the factories buy their power and that 37 per cent have their own generating plants. One per cent still use gas.

**Over Three Hundred B. F. Goodrich Employe Students Received Certificates as a Result of Their Americanization Studies**

The B. F. Goodrich Company has inaugurated the plan of placing their Americanization students on an attendance honor roll. More than three hundred Goodrich employe students receive certificates as a result of the Americanization classes conducted by that company during the past season.

## MOVE TO ESTABLISH COOPERATIVE STORES IN THE UNITED STATES

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Employees at General Electric Company at Schenectady, New York, are Organizing a Cooperative Store Based on the Plan Which Has Developed From a Single Store Organized by the Mill Workers at Rochdale, England, Into a National Enterprise With Capital of a Billion Dollars—Secretary Meyer of the England Association Some Years Ago Tried to Establish the Movement in This Country but Failed—The New Effort Will be Watched With Interest, Especially as It May Be a Factor in Reducing the Cost of Living to Workers.

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The employees of the General Electric Company at their Schenectady plant, to the extent of more than one thousand, have pledged themselves to buy the ten-dollar certificates of membership in a cooperative store which they are to inaugurate. The store, however, will not be instituted until two thousand employees have purchased the certificates. The plan is adopted from the Rochdale Pioneers' Organization of Mill Workers at Rochdale, England, which has grown from a small local community enterprise to a concern with a billion dollars capital. The operating plans of the Cooperative Stores Association of England were described in a recent article in the *BULLETIN* on the company employees' store movement in this country.

It is not the purpose of the founders of this new movement to inaugurate a price-cutting campaign or business warfare in any manner. The store will deal in all kinds of general merchandise, which is to be sold at current prices, the benefits being in the form of rebates their shares will earn; nor is the plan confined to the shop or to the employees of the General Electric Company, but all citizens of Schenectady and vicinity are offered an equal opportunity to purchase the certificates and become stockholders in the Cooperative. A big central store will be opened in Schenectady as soon as plans are completed.

Secretary Meyer of the Cooperative Stores Association of England visited the United States a few years ago with a view to establishing the movement in this country. He failed. He attributed his failure largely to the fact that the workers of the United States as a whole earn much larger wages than the workers of England, and therefore they are not so much interested in economy in purchase of food, clothing, etc. The fact that there are many efficient chain stores operating, especially in food

products, also was considered a reason for failure to establish the cooperative stores movement in this country.

### **Educational Activities of Cosden & Company**

Cosden & Company are conducting group meetings to study their manufacturing processes in detail, open to all workmen. The course consists of twenty meetings, ten of which are conducted as lectures and ten visits to the different departments of the plant. These lectures and visits are now being conducted by a man who has come up through the ranks and is in charge of experimental work. His experience gives the men great confidence in his explanations.

"Two important results have been noticed," advises Mr. H. A. Parker, the Company's Educational Director. "First, the men who have taken up these studies have received an inspiration to go deeper, and do some outside book study on their own initiative. Second, these men have come to realize their relation to the whole refinery, or the rest of the industry.

"These groups will be formed as often as the men of the refinery demand it."

### **Eastman Kodak Company's Enlarged Health Program**

Dr. William A. Sawyer is the new medical director for the Eastman Kodak Company. Dr. Sawyer is from Philadelphia and has had considerable experience in industrial plant work.

In speaking of the work of Dr. Sawyer in his new position, the house organ of the company contains the following:

"The chief aim of Dr. Sawyer's program here is to inculcate into everyone's daily life the fact that: Health is MORE valuable BEFORE it's gone! The public, from a doctor's viewpoint, seems to appreciate health only when it is either threatened or lost.

"Last year's reports of the Eastman Kodak Company show that an average of ten and one-half days were lost per employe because of sickness. This figure does not compare favorably with other organizations, and it can unquestionably be cut down. Here is an opportunity to make a record.

"The modern doctor carries around a propaganda of health and prevention as handily, and uses it as assiduously as his predecessor did the pill bag—and with much better effect. Colds, headaches, sluggish liver, and all the rest of the ailments so common among us are the by-products of negligence, ignorance, or disregard of health."

## THE GOODYEAR INDUSTRIAL UNIVERSITY

**The Goodyear Tire & Rubber Company Has Developed Its Training and Other Personnel Activities Perhaps as Far, If Not Further, Than Any Other Industrial or Commercial Organization—At the Time the University Was Opened in April, Five Thousand Employees Were Enrolled in Four Distinct Schools With Six Hundred Classes Which Were Being Trained in Every Branch of the Industry.**

From the *Wingfoot Clan*, Company Publication of the Goodyear Tire & Rubber Company

Goodyear Industrial University, which has an enrollment of close to 5,000 students, men and women who are working in the factory and office of the Goodyear Co., is housed in Goodyear Hall, the largest industrial educational building ever constructed.

Two weeks ago the University was opened in Goodyear Hall, and to-day classes are going along smoothly, under A. C. Horrocks, manager Factory Schools.

The University occupies three floors in the new building, fourth, fifth and sixth, with several examination rooms on the seventh floor. A staff of more than 50 teachers, many of them former college professors, high school teachers and leading educators of the country's colleges, comprises the faculty. Among these are Doctor John S. Custer, formerly of Lawrence College, Appleton, Wis., and Professor W. A. Emery, of Carnegie Institute of Pittsburgh. Approximately 600 classes have been organized in the four schools, namely: Sales, Production, Household Arts for Girls, and the Commercial school.

All of the educational advantages of Goodyear Industrial University are offered to Goodyearites free, no tuition being charged. Studies ranging from Americanization classes for aliens and grade school studies for those of little schooling, to post-graduate courses, are offered to Goodyear workers. Studies embraced in the curriculum include: Chemistry, physics, and mechanics, as the sciences. Under mathematics, comes elementary arithmetic, the metric system, algebra, plane geometry, trigonometry and calculus. The English course offers elementary English, letters and reports, and public speaking. The economics department teaches corporate organization, industrial management, Goodyear organization management, personality in business, civics, commercial history and geography. In the mechanical drawing department are found courses in the elements of drawing, blue-print reading and technical sketching, cam design, and descriptive geometry.



In the commercial schools, in charge of J. S. Custer, the following courses are available: factory costs, factory accounting, general accounting, elementary bookkeeping and Portuguese. A typists' school will soon be organized with an expert teacher in charge to teach both typewriting and shorthand.

The Household Arts school offers mathematics, English, and sewing at the present time. Courses in millinery, household economics, cooking and serving will be organized later.

In the production school, headed by Truman Currell, there are eleven groups, namely: inspectors, production squadron, engineering squadron, mute squadron, apprentice mechanics, apprentice draftsmen, factory courses, general factory classes, which are elective and open to anyone; boys' classes, labor training instructors and foremen.

The sales school, under the direction of H. A. King, is operated differently from the other schools, due to the fact that every man in the Goodyear sales force is a member of the school. From time to time the men are called in from the branches and on the road, for a two weeks' course in the school. Others are sent out to replace them while they attend the salesmanship classes in Goodyear Industrial University. Later, however, correspondence will eliminate the necessity for all of the men being brought in to Akron to study, as it is planned to conduct classes at the branches.

At the present time, the sales school is not open to the factory men, as the men who are now on the sales force are being taken care of before new students are enrolled from the factory. Classes are conducted for branch managers, service managers, zone managers, general salesmen, mechanical goods salesmen and export men. A thorough course in salesmanship is given to every man.

Classes at the Goodyear Industrial University are in session from 7 o'clock in the morning until 11 o'clock at night.

Upon completing any one of the prescribed courses, the student is given a diploma.

#### **Dr. Wells Finds Many Boys, Girls and Women Physically Impaired**

Dr. F. C. Wells, Medical Director of the Equitable Life Assurance Society, in a recent address spoke on some problems of conservation. He said 33 per cent of the young women of this country were physically deficient, 60 per cent of its boys and girls were physically impaired, and there were 3,000,000 persons in the United States who were continually sick.

## **DEVELOPMENTS OF THE EDUCATIONAL DIVISION OF THE ELLIOTT-FISHER COMPANY**

**An Interesting Recital of Accomplishments for the Eleven Months' Period Ending November 30, 1919, and a Setting Forth of Things Which This Company Plans to Make Effective in Connection With Its Educational Activities Through the Current Calendar Year.**

Mr. M. C. Busch, Manager of the Educational Division, kindly furnishes the *BULLETIN* with copies of his reports, from which the following data is taken. Mr. Busch has made wonderful progress in the development of the educational activities of his company, and we believe the extracts we have included in this article will prove helpful to our other members who have similar problems.

### **Operator Service**

Organized and installed eight new operator schools, enlarged thirteen old operator schools.

Every branch office is now giving a certain amount of instruction to operators on demonstration equipment.

Greatly increased the output of schools by giving short term "special" courses to customers' operators, also by conducting evening schools in New York, Cleveland and Detroit. New York and Chicago Schools reorganized. Our supervisors personally visited many of our schools and improved the educational courses that are given. We standardized our school machine equipment; set up a new factory schedule to supply two hundred and twenty-two new school machines. Our supervisors give a great deal of attention to our schools by personal visits and through a system of reports.

Paid pupils instructed .....	785
Customers' clerks instructed .....	1,417
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Total instructed .....	2,202
Revenue .....	\$18,074.00
Expense .....	16,737.00
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Net Profit .....	\$1,337.00

The 1919 profits are about a thousand dollars less than for

the eleven corresponding months of 1918. This is due to the fact that we instructed gratis 1,413 customers' clerks.

New and improved textbooks have been prepared and printed.

#### **Installation Service**

Compiled and published as a Sales Manual Bulletin our standard "Installation Rules." Formulated rules covering installation routine and organized installation service in four districts. Representatives of the educational division attend conventions in different sections of the country and made addresses and instructed customers and prospective customers in the use of company's machines.

Now compiling data for complete users' file by lines of business and kinds of work. Assisted in the preparation of advertising matter. Received, handled and adjusted complaints regarding service. Made arrangements to conduct a supervisor's convention for instruction purposes.

#### **Sales Training**

Number of men enrolled .....	10
Period of training (weeks) .....	3
Period of service (months) .....	5
Percentage of sales quota produced (per cent)....	125

Six of these men are now in the "All Star" club and one man is very close to reaching this distinction.

Conducted indirect sales training through producing a sales manual for the entire field force. Devised and inaugurated a sales survey blank. This is one of the most important developments that has taken place in connection with the general plan to standardize our selling efforts. It is to be used in connection with a standard proposal made to the prospective user, after an analysis has been made of his exact requirements. The value of this method of sales training will not be fully appreciated for some time to come. It is certain, however, that it will standardize our selling methods on a basis of dealing with the facts as they relate to existing conditions in any line of business.

A comparison of sales to Municipalities, County, State and National Government shows an increase for 1919 over 1918 of approximately \$130,000. This Division gives supervision to all sales to Governments and acts as a clearing house for distributing information in connection with pending deals.

#### **Educational Sales**

Total sales through Educational Division for 1918....\$3,377.00  
Total sales through Educational Division for 1919,...14,924.00

While, in the aggregate, the amount of this business is small, it has a far-reaching effect on sales because educational institutions are beginning to introduce the use of our equipment for educational purposes. Several important installations were made in commercial high schools and colleges during 1919. More could have been accomplished had there been opportunity to have devoted more time to this particular sales activity. We found educational institutions generally interested in our proposition.

### **Things We Plan to Accomplish During 1920**

Add twenty-nine additional schools.

Sixteen additional offices will use their demonstration equipment for operator instruction. This will give the company a total of sixty-seven schools. Every small office will give a certain amount of instruction on their demonstration equipment where regular schools cannot be conducted. The Chicago and Boston offices are being reorganized. Instructors will visit branch office operator schools and make surveys for the purpose of improving conditions. Further improvements and revisions will be made in the company's literature, which is used for instruction purposes, both on the part of the company's employes and on the part of the public operating the company's machines. Each operator school manual will be revised, simplified and printed in loose-leaf form. We shall revise our present course of instruction, making it a six weeks' instead of a seven weeks' course. We shall ask for an additional appropriation of \$15,000 to cover school equipment required. Additional equipment will also be asked for. We shall standardize school furnishings.

Many other changes are contemplated which will be worked out during the current year. Our object for our school activities is: Small compact organizations, limited equipment, limited space, and a minimum amount of general supervision.

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### **Misunderstanding the Cause of Most Trouble**

George H. Charls, general manager of the Berger Manufacturing Company, has experienced the receiving of complaints and suggestions on the part of employes, but without such communications bearing the signature of the writer. This company has established an organization known as the "Mutual Interest Committee," but, like all other new divisions of an industrial institution, the committee has not functioned completely in the early stages of its development. Almost without exception, executives of industrial and commercial organizations desire to be

kept informed of any real grievances and of any helpful suggestion, but there is a tendency on the part of employees to be secretive and anonymous. As Mr. Charls points out, "Sincerity and cooperation between men must be fifty-fifty, but we can better solve our problems through a clear understanding than in any other way."

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#### **Former Employees Who Have Returned to Positions with the Service Motor Truck Company**

The Service Motor Truck Company, a Class "A" member of our Association, has been conducting an investigation and inquiry which reveals that between 34 and 35 per cent of all of the employees of that company at the present time have at some previous period been employed in some capacity in the company. This has a direct bearing on the problem of labor turnover. One-third of the employees of this company had left its service only to go back, undoubtedly to the disadvantage of both the employees and the company.

It would be interesting to know to what extent this same conditions exists in other industrial and commercial institutions. The Personnel Division of the Service Motor Truck Company attributes the return of so many of its former employees to service with the company, to the fact that "a square deal is given to their workmen," and this slogan is effectively carried out by the foremen of the company. Every effort has always been made to improve the plant as a good place to work; musical organizations have been developed; group insurance, lunch room, athletics, etc., all have been instituted and inaugurated. A savings and loan association also has been organized to help employees to become home owners. Here is a lead, however, that might be followed to advantage by every member in our Association, and if reduced to terms of figures which could be understood and applied, might have a beneficial effect upon the problem of labor turnover.

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#### **Goodyear Tire and Rubber Company Places Control of Finance and Management of Goodyear Organizations in Hands of Central Committee**

Goodyear organizations finance all their own enterprises through the central committee of organizations, according to the *Wingfoot Clan*, the company's publication.

The central committee controls the treasury of all societies, clubs and athletic teams and leagues. They buy all uniforms



and equipment, and pay traveling expenses of teams on trips to other towns.

To furnish these funds, the central committee holds dances of its own and collects the gate receipts of all dances, games, theatrical performances, and social affairs of the subsidiary organizations for which an admission charge is made.

This money goes into the central committee treasury, to be drawn upon by any of the existing organizations to defray expenses, or is used by the committee to foster and promote new organizations.

The central committee is similar to the student athletic association of a college. By having central control of all organization finance, the stronger are made to help the weaker.

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### NEWSY NOTES

Efforts to relieve the cost of living have included the sale of clothing to employes. The duPont Company at its Arlington, N. J., plant, has taken up this problem and some of the other companies, including the Packard Motor Car Company, have established tailoring shops in connection with the company stores.

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The Erie Plant of the General Electric Company grants bonuses to apprentices for class standing. To those attaining an average grade of ninety-five per cent or higher, twenty dollars are awarded at the close of each school term, and to those with an average grade higher than eighty-five per cent, a ten-dollar bonus is awarded.

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The Hyatt Bearings Division of the General Motors Corporation has entered into contract with farmers of New Jersey for supplying the cooperative stores of this Company, maintained at Newark and Harrison, with fresh milk and with newly laid eggs. This plan not only reduces the cost of living but insures wholesome and fresh supplies for the table.

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The noon-day singing conducted in the factory of the Schenectady Works of the General Electric Company is fast gaining in favor. Concerts are being held regularly in many of the shops and the spirit of song is gradually spreading among the employes.

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The duPont Club at the Repauno, New Jersey, Works of the E. I. duPont de Nemours Company, conducts regular "movie" programs and charges admission. The programs, how-

ever, are entirely for employes of the Company and their families, which insures clean, wholesome educational and entertaining amusement.

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The Eastern Manufacturing Company, makers of paper, with plants in different cities in Maine, have found that one of the best ways to secure new employes is through the good offices of their present force. They have found that "employes knowing the standards and ideals of the company are not likely to recommend for employment those whom it is known in advance would probably prove unsatisfactory."

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It was a happy day at the B. F. Goodrich Company when General Leonard Wood decorated Mrs. W. J. Quinsler, the head nurse of that company, for her services during the war. Mrs. Quinsler was decorated with the Distinguished Service medal for gallantry and bravery during some of the most crucial moments of conflict.

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The average attendance at the noontime dances given in the recreation hall of the B. F. Goodrich Company is 920 people. Some little parties.

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Four of the employes of the Pratt & Whitney Company have been honored by King Alphonso of Spain with military crosses—Messrs. J. L. Hood, H. E. Wright, W. H. Burr, and E. E. Tamblin. The crosses were awarded during the noon hour, with an unusual ceremony. The four employes who were honored were sent by the company to Spain to install arsenal equipment—the products of the company with which they are connected.

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The Bridgeport Brass Company has a quarterly conference of its foremen. Some member of the force is selected to act as toastmaster and the subjects discussed are along various lines and methods of manufacture.

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New York State has granted a charter to the Alumni Association of the General Electric Apprentice Training System. The object of the Association is to promote the moral intellect and social welfare of its members.

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Training departments of industrial and commercial organizations are giving more attention to the office force. The American Rolling Mill Company has just organized a comptometer

class which will be instructed by Miss Marie Vollmar, one of their expert operators.

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Demands for additional stock on the part of employees of the Goodyear Tire & Rubber Company have resulted in two million, five hundred thousand dollars additional preferred stock being purchased by employees. Between nineteen and twenty thousand men and women of the factory and office force now own about eight million dollars of the Goodyear preferred stock.

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C. E. Lukenbach, for fourteen years a valued employee of the Dodge Manufacturing Company, has been promoted to the position of Employment Manager. Mr. Lukenbach also has charge of the Company's Thrift Club, the Dodge Flour Mills, and has served as Vice-President of the company's housing association.

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Miss Pearl Boyle has been appointed to the position of Girls' Councilor in the Procter & Gamble Company.

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I. B. Shoup, Secretary of the Pittsburgh Local Chapter, and a member of the Educational Department of the Westinghouse Electric & Manufacturing Company, was recently appointed Director of Americanization Instruction for his company.

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The Washburn-Crosby Company is erecting a new office building which will house the Personnel Department of the company. The building will be given over entirely to personnel activities. Mr. A. E. Siverling is Supervisor of Personnel.

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The Health Department of the B. F. Goodrich Company is made up of a complete staff of physicians, dentists and nurses, and their hospital is supplied with the latest scientific equipment. The Health Department is directing its attention largely to the prevention of sickness.

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W. R. Grace & Company have established a medical department which administers to all the employees of the home office in New York, numbering about eight hundred and twenty-five.

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#### **Personnel Activities of the Acheson-Graphite Company**

The Acheson-Graphite Company, a relatively new Class "A" member of our Association, has established a Job Analysis Sys-

tem to conform to the outline furnished by the sub-committee investigating and reporting on this subject. The present system applies to two hundred and seventy-five employees. This Company has also inaugurated an employees' representation plan, the representatives being composed of workmen, assistant foremen, foremen and members of the office organization. The representatives consider questions up to and including plant policy.

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#### **National Cash Register Company Graduates Two Hundred and Forty-one Employee Students**

Two hundred and forty-one students received diplomas at the graduating exercises of the National Cash Register Company's training classes. The class in home economics served luncheon. Music was furnished by the company's orchestra, and the class in mechanical drawing gave an exhibit of its work. President Patterson distributed the diplomas and, according to the *N. C. R. News*, the company's publication, his words of encouragement will never be forgotten by the students, their parents and friends. He asked several young men whether they had received an increase in pay as a result of their Owl Class work, and in every case the answer was "yes." "Brains are capital," said Mr. Patterson. "Money can be taken away from you, but knowledge cannot."

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#### **Oneida Community Adopts Group Insurance**

The Oneida Community is one of the large business organizations having membership in our Association which has established group insurance. The company employs about thirty-five hundred employees, who are insured for a total of about \$3,500,000 dollars.

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#### **Supplementary Compensation Plan of the General Electric Company**

On January 20th the General Electric Company disbursed to four hundred and seventy-two employees, who had been in the service of the company for five years or more, \$24,265.47. This disbursement was known as supplementary compensation for the six months ending December 31st and being an amount equal to five per cent of employees' earnings for that period. The purpose of the disbursement is, of course, to encourage continuity of service. The plan applies to all employees except directors and general officers.

## **BENEFICIAL RESULTS FROM TRAINING FOR EFFICIENCY**

**Being a Recital of How the International Harvester Company Trains Its Salesmen for the Marketing of One of Its Products and How the Salesmen in Turn Train the Dealers Through Whose Hands the Products Pass to the Ultimate Users.**

The development of movements having as their objects the increasing of efficiency in industrial, commercial and agricultural pursuits, especially during the past six to eight years, has been nothing short of marvelous, but these developments have found but slight expression in the public press, and the articles which have appeared, more particularly in the magazines, have usually been written by professional writers rather than by those who have knowledge of the developments.

A single instance is the training work of the International Harvester Company. The plans of this company have been set forth at considerable detail in previous issues of the *BULLETIN*, and this article will be confined to the newer schools which have been developed for the training of cream separator salesmen. Quoting from an article taken from the *Harvester World*:

"The cream separator is not an entirely new subject but it is one that always is presenting some new phase; there is always something to learn no matter how steadily and earnestly the salesman applies himself. Although he goes around over his territory picking up pointers and polishing himself, in a way, in the technique of the line, he does not learn by that method what is being done in other parts of the country, and he does not learn about many of the possible talking points that his brother salesman in some other section may know about. Then, too, it is impossible in the ordinary way to acquaint him fully with the usable results of tests at the factory, and by the experimental men in the field. It is also difficult to elaborate upon the company's wishes in regard to the cream separator business.

"So Cream Separator Sales Manager H. O. Alexander, assisted by W. C. Hubbard, has held a series of schools, distributed over the country, to impart some of these desirable things to the salesmen, to make them better equipped to sell the machine that is held in high esteem for its ability to 'get all the globules.' The first one was at Baltimore, and this one was followed by others at Toledo, Minneapolis, Terre Haute, Des Moines, and Kansas City. The program followed at each one was identical,



and even the old time cream skimmers felt that they had added to their lore on the handsome blue machine.

"In order to start right it was announced the first day that the instructors would assume that the men did not know anything about the Primrose and open the school with an exposition of fundamentals.

"The instructor first took down a Primrose entirely and then each pupil did the same.

"Later on the few adjustments likely to be necessary were taken up and thoroughly explained. Of course, with the Primrose there are so few things to get out of kilter that it did not take long to go over the possibilities. One day the class skimmed fifteen gallons of milk, and so characteristically were the globules separated that the stock machine used came within the proverbial limit, and thus demonstrated its reliability in getting globules on the farm or before a crowd.

"While all of this interesting work was going on, the students made a practice of putting questions to the chief via the question box, and at the breathing intervals he answered or passed them to his assistant, who always had the necessary facts to meet the interrogation fairly. Some questions called for post-graduate knowledge, which was there.

"After the men had made notes for three days, they received sets of one hundred questions, which each proceeded to answer. One whole afternoon was devoted to demonstrating how well each had assimilated the knowledge poured out by the instructors. The examination also served to clinch the principal points that had been demonstrated, and by expressing them in concrete form also the men carried away permanent impressions which may be expected to find their way into practice.

"An interesting feature was an impromptu sale conducted by three of the men who acted as dealer, salesman, and prospect. Usually, experienced salesmen were chosen for this act, which brought out some of the hard lines a salesman gets into when he tackles a prospect who doesn't buy right off the bat. You have to sympathize with the man after the order when you see him maneuvering with the hard-shelled prospect in this little one-act play.

"These men are all salesmen and it was not the intention to tell them how to sell Primroses but to give them a lot of ammunition and leave it to them to load, aim, and fire. Confidence! it is the quality that fires men with deeds to do. They saw the instructor start in with the bolt hole in the frame through which

the lag screw goes to fasten the machine to the floor and watched him go point by point and inch by inch up the machine to the faucet on the top, and when the teacher had covered all, you could tell by the fire in the eye and the color in the cheek that confidence was in full career. There is nothing like knowing you have absolutely the best.

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### **Mechanical Drawing Courses of the B. F. Goodrich Company**

*The Circle*, house organ of the Goodrich Rubber Company, contains the following information regarding its class in mechanical drawing and the instructor of the class:

"The individual attention that each student receives is one of the features of instruction that appeals to employes who enroll in the Department of Education mechanical drawing classes, one section of which is shown in the picture. Employes may enroll at any time.

"C. F. Kopp, assistant general foreman in the Reel Hose Department, who is instructor in mechanical drawing, has had wide experience in educational work. After graduating from the University of Cincinnati as an electrical engineer, he taught for seven years in New York trade schools. Later he spent three years in teaching machine design and organizing engineering extension classes throughout Pennsylvania for Penn State College."

The editor of *The Circle* also notes a growing demand on the part of the employes for books which give information on rubber and the rubber industry.

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### **Americanization Work of the Solvay Process Company**

The Americanization school of the Solvay Process Company graduated three hundred and twenty students during the past season or prior to the closing of the school for the summer. This was the largest number of employes that the school has trained or educated since the work was commenced. Of the total that graduated, forty took out first papers and seven became full-fledged citizens. Eleven nationalities were included among the aliens taught. Classes were taught for a total of 119 days during the season, and the aggregate attendance was 9,264. With the resumption of classes in the fall, according to the company publication, *Solvay Life*, it is expected that the enrollment will be much heavier than during any previous season. While Americanization teaching is extremely difficult, the results that this company has been able to get have been most satisfactory.

## THE DENNISON COMPANY TO SHARE PROFITS

**For the First Time, So Far as the "Bulletin" Has Knowledge, Profit-Sharing Plan Has Been Worked Out by the Employees of an Industrial Organization and Submitted to the Management for Approval—A Movement Which Will Have a Strong Influence Upon the Development of Industrial Democracy Systems.**

Employees of the Dennison Manufacturing Company are to benefit by a profit-sharing plan that has been worked out by the General Works Committee at the company's plant in Framingham. The foundation of the new project is a provision for the distribution of profits in the form of non-voting common stock to be owned individually by employees who are nineteen years of age or over and who have worked continuously with the company for three years.

In 1911, when the Dennison Company reorganized, its common stock was converted into first preferred, non-voting stock, carrying a fixed cumulative dividend. Management of the company was vested in a board of directors elected by a group of principal employees. This group, now numbering 360, is made up of employees who have had five years or more of service with the company. These principal employees have been entitled to the surplus profits of each year's business. Instead of being paid in cash, however, the surplus has been invested in the business and against it has been issued industrial partnership, dividend-bearing stock in amounts varying in proportion to salaries. Last year the average face value of stock distributed to each principal employee was about \$1,600.

### Yale and Towne Employees Save Through Cooperative Store

G. W. Bergquist, manager of the cooperative store maintained by the employees of the Yale and Towne Company, presents a lot of interesting information to the patrons of the store through the *Yale Panel*, a company publication. Mr. Bergquist estimates that at the present time employees are saving on their groceries and provisions from 12 to 13 per cent by reason of being patrons of the cooperative store, but freely admits that "some of the prices asked at the cooperative are as high and in some instances higher than the articles may be purchased for in some chain stores." The manager has his troubles, too, as many of the employees expect to enjoy all the advantages but are unwilling to make any sacrifices. A very painful subject is sugar.

**Rules Governing General Electric Company's Employees'  
Service Records**

The General Electric Company recently through one of its Works publications gave a clear and concise statement of the rules which govern employees' service records in that company. These rules will be observed in determining the eligibility of employees to participate in the benefits of the Pension System, Supplementary Compensation Plan, and 10-Year Service Vacations (Factories).

1. Temporary absence and temporary lay-off on account of illness or because of reduction in force will not be considered as a break in the continuity of service; but when such absence exceeds six consecutive months, it will be deducted in computing length of active service.

2. If any employee, after leaving the service of the Company, shall be re-employed, he shall be considered as a new employee.

3. "Leaving the service," as referred to in Rule 2, is defined as follows: (a) When an employee leaves voluntarily or is definitely discharged; (b) When an employee absents himself from duty for two consecutive weeks or longer, without satisfactory explanation; (c) When an employee, originally laid off because of reduction in force, fails to apply for reemployment within six months, or, being notified that he may return, fails to do so within two weeks of the date of such notice without satisfactory explanation; (d) When an employee originally laid off because of illness fails to keep his department head informed monthly, or otherwise obtain approval of his absence.

4. Leave of absence without pay may be granted individual employees, at the discretion of managers, but in every case it must be arranged in advance. If such absence exceeds three months, it must be approved by the Supplementary Compensation Committee in advance, and the time, if it exceeds six months, shall be deducted in computing the net term of service.

5. Leave of absence, without pay, for the purpose of securing a higher education and subsequently returning to active service in this company, shall not be considered as a break in service provided arrangements are made in advance. If such absence is to exceed three months, it must be approved by the Supplementary Compensation Committee, and the time, if it exceeds six months, deducted in computing the net term of service.

6. Supplementary compensation for five-year service shall be calculated only on the regular payroll earnings for service actually performed, for the authorized period.

### **Recognizing the Value of the Problems of Personnel**

In speaking before the employees of Henry L. Doherty & Company, Mr. Horatio N. Drury, of the firm of Pace & Pace, New York, said:

"The most important problem that faces every organization of the present day is the problem of personnel. Its importance from the organization viewpoint is due to the fact that the successful progress of every business concern depends upon the character, the training, and the competency of the men and women that perform or direct its activities. If the business is to expand and at the same time become more and more cohesive, systematic provision must be made for the steady inflow of new employees and the equally steady development of employees who have already demonstrated their worth. Once this problem is slighted, the enterprise begins to become stagnant, and the seeds of future decay are sown. It is no wonder, therefore, that practically all future-building firms of the present day are devoting much time, energy, and money to the selection of competent employees, to their vocational adjustment, and to their developmental training through study and practical experience."

### **Henry L. Doherty & Company Promote from Within Their Organization**

Mr. Milan R. Bump, chief engineer of Henry L. Doherty & Company, contributes an article to *The Doherty Spirit* in which he reviews the policy of that organization.

The spirit of the Doherty organization is to take the fellow that is within the organization and boost him and make him make good in the new responsibility. And as we went along we found it was an absolutely self-exciting process, going along from day to day and month to month. There is never a time when we cannot look back and say, "Yes, we have a man for you; we have a man to fill the job you name; we have a man to assume the responsibilities and take care of them."

### **The Loomis & Hart Furniture Company Issue Booklet of Information for New Employees**

Mr. James N. Alexander, Superintendent of Training for the Loomis & Hart Furniture Company, Class "A" members of our Association, favors the BULLETIN with a booklet of "Information for Employees." The practice of issuing such booklets to be placed in the hands of employees as soon as their term of service commences, is rapidly being extended and will undoubt-



edly have a bearing upon labor turnover, more especially the turnover among the new employes.

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### 70 Per Cent of Filipinos Literate

A recent cable from Vice-Governor Yeater to the War Department states that 70 per cent of the inhabitants of the Philippines over 10 years old are literate, as shown by a census taken in 1918.

Of the estimated population of 10,500,000, 10,000,000 are civilized Christians while 500,000 represent the non-Christians or so-called wild tribes. The latter, however, are included in the population, of which 70 per cent are literate.

The percentage of literacy in the Philippines, as shown by the census just completed, is almost as high as that of some of the Southern States of the Union, higher than that of Greece, Italy, Portugal, Roumania, and Servia. It is also higher than that of any of the new countries whose independence is being recognized by the Allies.

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### The "Inspiration that Flows up from the Mass"

*(From the New York Telephone Review.)*

In his address at the Seventh Regiment Armory welcoming back the 407th Telegraph Battalion on their return from France, Mr. U. N. Bethell said to them:

"We need the courage, the inspiration and the comfort which your return brings to our organization. The strength of our organization has always come, and will always come, from the wells of inspiration that flow up from the mass."

"The well of inspiration that flow up from the mass"—that is an appeal not only to the returned members of the 407th Telegraph Battalion, but to every employe of the Bell System. No other organization in this country has surpassed the Bell System in the loyalty, the spirit of service, and the *esprit de corps* which have characterized it. In the morale of an organization lies its strength, and Mr. Bethell and the other officials may congratulate themselves upon having inspired as well as having been inspired by the splendid spirit which our organization has always displayed.

Opportunities for employes to get together in social and friendly intercourse are an important means for cementing the ties of understanding and good-will between them and the company.

The consolidation of the Telephone Club, Incorporated, and the Telephone Society under the new name of the Telephone Society, Incorporated, is the biggest single step that has been taken in this direction. The membership is open to all male employes in the down-state territory, not only of the New York Telephone Company, but of the American Telephone and Telegraph Company, the Western Electric Company, the Empire City Subway Company, and local affiliated companies—a total of nearly 15,000. The social enjoyment which may be gained is only secondary, however, to the broader acquaintanceship which will be developed among the employes of the different organizations. How little we know of the men with whom we are constantly doing business in our own company is indicative of the less acquaintanceship which we enjoy with the employes of the other companies. When we think, however, that we are all employes of the Bell System, the value of a wider acquaintanceship is evident.

#### **Taking Off the Plaster**

*(From the House Organ of the Goodyear Tire and Rubber Company)*

Three hundred thousand men gave their lives in the U. S. Service during the great war, but—get this, Goodyearites—in our homes, hospitals and public institutions for the year ending December 31, 1919, there will be more injured and killed victims of venereal disease than the United States lost during the entire world war.

Clearly it is a false and even wicked modesty which, in the face of such ravages, would disguise or underrate such a deadly foe.

The foe must be fought in the open.

Someone has said that experience is a hard school, but that the fool will learn in no other.

What does he learn in that school? He learns that venereal diseases are ruining the health and the lives of tens of thousands of men, women and children in these United States.

And he has added himself to their number!

The poor simp! Too late he has learned that these diseases, resulting from loose conduct, are causing insanity, blindness, paralysis, impotence, barrenness, and some terrible diseases called by other names—that are hard to cure and are often incurable.

You were perhaps told that "wild oats must be sown."

But did they tell you what the harvest would be?

Perhaps you were told to think lightly of venereal disease—but you were never told this by a reputable physician!

Cudgel your memory—did you ever have anyone who was really interested in your life and success tell you to think lightly of loose living and of venereal disease?

You did not!

The fact is that recent government investigations show venereal disease to be a thousand times worse than it has hitherto been painted, and every Goodyearite should certainly do what he or she can (both by precept and example) to spread the gospel of clean living in all our walks of life.

### **What Information to Gather on Inspection Visits**

Walter D. Fuller, secretary of the Curtis Publishing Company, contributes an article to 100% Magazine in which he gives a schedule of information to look for when making trips to industrial or commercial institutions.

"Experience has proven," says Mr. Fuller, "that to get the best from such visits there should be a prepared analysis of what is sought. The following list is a copy of one which has been used in this way for a number of years. The list is never shown, but it proves a valuable check upon the visitor's memory."

What is the company's organization?

Do they have staff departments and what are they?

Do they have—

Planning department

Training school

Employment department

Welfare organization

Standardization or betterment department

Slack-time labor division

and of what does each consist?

Do they measure production—

Individual

Machine

and how do they do it?

Do they have standards?

What is the method of remuneration?

How do they record time—

In plant

On jobs?

What are their cost records and how are they made up and kept?

How are their industrial relations cared for?

Do they have any form of profit sharing, economy sharing, etc., and what is it?

Secure a brief description of schedule and dispatch work, particularly as it affects—

Factory

Office

Transportation.

What is the stores method and how handled?

Secure a brief history of the company.

What is its record of labor troubles?

Are its profits based upon goods, values or upon cost plus a percentage?

The writer has certain other queries which he reserves for various lines of business. The list just given will give a thorough understanding of an organization and that is all that can be obtained.

### **The Growth of Dentistry in Industrial Institutions**

Dental service on behalf of the employes of the Service Motor Truck Company at Wabash, Indiana, has been inaugurated. In connection with the beginning of this service a campaign of education was conducted among the employes. Other industrial companies which are furnishing dental service to their employes are: Delco Manufacturing Company, Dayton, Ohio; Ford Motor Car Company, Detroit, Mich.; Firestone Tire and Rubber Company, Akron, Ohio; B. F. Goodrich Company, Akron, Ohio; National Cash Register Company, Dayton, Ohio; Larkin Company, Buffalo, N. Y.; R. K. LeBlond Machine and Tool Company, Cincinnati, Ohio; Sears, Roebuck & Company, Chicago, Ill.; Montgomery Ward & Company, Chicago, Ill.

### **Home Gardens Factors in Cost of Living**

Home gardens as a method of reducing the high cost of living has been recognized by a considerable number of the business organizations having Class "A" membership in our Association. In South Manchester, Conn., Cheney Brothers have taken over the functions formerly performed by the Chamber of Commerce of that city and have designated one of their employes to have charge of the movement. The whole movement has been carefully organized, and something like two hundred of the employes have taken advantage of the opportunity to cultivate garden plots and produce their own table supplies.

### The Growler

#### *From the House Organ of the Commonwealth Edison Company*

In all large organizations, irrespective of their nature, there is always a certain percentage of grumblers. This type of man is happiest when he is finding fault. Nothing is ever being done to suit him. He is continually complaining of conditions about him. He is wondering how the efforts of the fellow alongside of him are recognized and rewarded by promotion and he is passed up. He is always wasting good time in figuring out how his boss "gets away with it." Boys, beware of this man: "By his faults you shall know him!" He is the unconscious enemy of our cause. For he is the fellow who criticised our President, our army, our navy, our shipbuilding program, our great industries, and just the species of so-called American that German agents sought to spread their propaganda even before coming before the peace table.

Beware of the grumbler, and have no ear for him. When he opens his mouth in unjust and derogatory criticisms, shut him up by saying, "You talk like a German."

Always keep your eye on the grumbler; he is the sand of the gear box and the disrupter of harmony, ever seeking to spread dissension among his fellow workers.

### DIRECTORY OF LOCAL CHAPTERS

#### **Chicago Chapter**

W. S. MACARTHUR, Chairman.  
Armour and Company.

F. E. LOOMIS, Secretary-Treasurer.

Merchants Loan & Trust Co.

#### **Philadelphia Chapter**

MONT H. WRIGHT, Chairman.

John B. Stetson Co.

MAHLON R. KLINE, Secretary-Treasurer.

Philadelphia Rapid Transit Co.,  
York Road and Luzerne St.,  
Philadelphia, Pa.

#### **Pittsburgh Chapter**

P. E. WAKEFIELD, Chairman.

Carnegie Steel Company, Duquesne, Pa.

I. B. SHOUP, Secretary-Treasurer.

Westinghouse Elec. & Mfg.  
Company, East Pittsburgh,  
Pa.

#### **Western New York Chapter**

JAMES H. RAND, Chairman.

The Rand Company, North  
Tonawanda, N. Y.

H. E. PUFFER, Secretary-Treasurer.

Larkin Company, Buffalo, N. Y.

#### **New York City Chapter**

A. S. DONALDSON, Chairman.

R. H. Macy & Company.

JOHN F. KELLY, Secretary-Treasurer.

The New York Edison Company.

### CHAIRMEN AND DUTIES OF SUB-COMMITTEES

#### **Survey and Recommendation**

MR. R. G. RODKEY, Chairman.

The Chase National Bank, New  
York, N. Y.

#### **Duties:**

To report on new movements

vital to the Association and  
make recommendations of such  
new committee work as should  
be undertaken.

#### **Public Education**

MR. C. E. SHAW, Chairman.



Dennison Manufacturing Co.,  
Framingham, Mass.

**Duties:**

To determine the relative merits of special and general training in the Public Schools as preparation for business life.

**Health Education**

DR. F. S. CRUM, Chairman.  
The Prudential Insurance Company of America, Newark, N. J.

**Duties:**

- a. To collect further data as to the chief causes of industrial illness and their prevention.
- b. To show the rational limits to health work in industrial establishments.
- c. To determine the relative values of different means of health and safety education.

**The Application of Psychological Tests and Rating Scales in Industry**

DR. H. C. LINK, Chairman.  
United States Rubber Co., New Haven, Conn.

**Duties:**

- a. To show what specific methods and tests have proven of value.
- b. To state the psychological bases for employment tests, as an aid to their further extension and use, and to include a rating scale.

**Job Analysis**

MR. HARRY A. HOFF, Chairman.  
Federal Reserve Bank, New York City.

**Duties:**

- a. To show successful methods and what they have accomplished.
- b. To suggest rational methods of procedure in analyzing jobs of different character.

**Employment**

MR. JOHN C. BOWER, Chairman.  
Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.

**Duties:**

To show the complete organization of an employment department with reference to training, safety and health activities and the relation of all of these to production, accounting, and marketing.

**Employee Representation in Management**

DR. LEE GALLOWAY, Chairman.

New York University, New York City.

**Duties:**

- a. To study the needs for and the present plans of employee representation in management.
- b. To study the relative merits of various schemes for adjusting industrial relations.

**Labor Turnover**

MR. L. L. PARK, Chairman.  
American Locomotive Company, Schenectady, N. Y.

**Duties:**

- a. To study the causes and the means for reducing labor turnover.
- b. To analyze the disturbing elements in industrial employment and suggest means for neutralizing them. For example, in the various plants of one of the large industrial corporations where labor conditions are practically uniform, the per cent of turnover varies from 85% to 300% in different cities. There must be other conditions affecting labor turnover than hours, wages, and working conditions of the institution.

**Marketing**

MR. JOHN MCLEOD, Chairman.  
The Carnegie Steel Co., Pittsburgh, Pa.

**Duties:**

- a. To continue the study of the vital factors in marketing and the elements of efficiency lacking in present methods.
- b. Successful methods of training for marketing in typical industries.
- c. The basis for training in important branches of marketing. For example, the discussion of E. St. Elmo Lewis at the Buffalo Convention.

**Office Work Training**

MISS HARRIET F. BAKER, Chairman.  
The New York Edison Co., New York City.

**Duties:**

- a. To show the results of representative office work schools.
- b. To show types of training adapted to small offices.
- c. To suggest ways for developing into trainers those directing office workers.

### **Executive Training**

DR. E. B. GOWIN, Chairman.  
New York University, New  
York City.

#### **Duties:**

- a. To continue the study of methods for selecting and training men for executive positions.
- b. To analyze the requirements for executive leadership and suggest means for developing such qualities in employees.
- c. To make an intensive study of the value of company conferences.

### **Technical Training**

MR. G. H. PFEIF, Chairman.  
General Electric Co., Schenec-  
tady, N. Y.

#### **Duties:**

- a. To suggest a practical working plan for a committee on Educational Relations with Colleges.
- b. To recommend standard forms for recording the qualifications of college graduates.
- c. To suggest plans for a Central Bureau for the placing of college graduates in industry.

### **Trade Apprenticeship**

MR. E. E. SHELDON, General  
Chairman.  
R. R. Donnelley & Sons, Chi-  
cago, Ill.

#### **Duties:**

- a. Some sort of admonition in regard to keeping up of standards and not shortening the term of apprenticeship.
- b. A study of the apprenticeship laws of such states as have formulated laws.
- c. The recommendation of a sound system for the teaching of industrial economics.

### **Section I—Manufacturing**

MR. R. F. CAREY, Chairman.  
Westinghouse Electric and  
Manufacturing Company,  
Lester, Pa.

#### **Duties:**

- a. To study the problem of standardizing apprentice instruction in various trades.
- b. To study the value of introducing special subjects (other than those directly related to the trade) into the school program.
- c. To show the relative merits of instruction with and without a training room.

### **Section II—Steel and Iron and Plant Maintenance**

MR. C. E. STRAIT, Chairman.  
American Rolling Mill Co.,  
Middletown, Ohio.

#### **Duties:**

- a. To describe successful apprentice courses in various industries.
- b. To study the problem of apprenticeship in smaller shop units and plants.

### **Skilled and Semi-Skilled Labor**

DR. A. J. BEATTY, Chairman.  
American Rolling Mill Co.,  
Middletown, Ohio.

#### **Duties:**

- To recommend a program for the developing of skilled and semi-skilled workers other than through apprenticeship.

### **Unskilled Labor and Americanization**

MR. J. E. BANKS, Chairman.  
The American Bridge Co., Am-  
bridge, Pa.

#### **Duties:**

- a. To determine the feasibility of using English exclusively in industrial plants.
- b. To investigate the desirability of citizenship as a basis for employment or promotion.
- c. To determine further the actual results of Americanization work among corporations.
- d. To make clear definition of the meaning of the term Americanization.
- e. To make a digest of the work of large corporations along these lines.
- f. A suggestion of the possibility of testing the results of efforts along these lines by a comparison of two selected groups the one with, the other without help along the path of Americanization.

### **Profit Sharing and Allied Thrift Plans**

MR. HAROLD M. THURSTON, Chair-  
man.  
Henry L. Doherty & Co., 60  
Wall St., N. Y. City.

#### **Duties:**

- To study all means which can be employed by a corporation to encourage thrift.

### **Training for Foreign Commerce**

MR. ROGER STEFFAN, Chairman.  
National City Bank of New  
York, New York City.

#### **Duties:**

- To formulate and outline fundamentals of the subject.

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